Nova Scotia Environment & Labour
Business Plan

2006-2007

TABLE OF CONTENTS

Message From the Minister

A. Mission 1
B. Planning Context 1
C. Strategic Goals 4
D. Core Business Areas 5
1. Public Safety & Occupational Health and Safety 5
2. Environmental Protection and Natural Areas Management 5
3. Employment Standards, Labour Services and Pensions 5
4. Alcohol, Gaming, Theatre and Amusements Regulation 5
5. Support for Agencies, Boards, Commissions and Tribunals 6

E. Priorities 6
1. Promote continuous improvement in the quality, coherence and effectiveness of our regulatory systems in protecting the public interest and in supporting sustainable economic competitiveness 6
2. Manage the department's human resources efficiently and effectively 7
3. Promote safe& healthy workplaces/work practices and safe facilities and equipment 8
4. Promote sustainable management and protection of the environment and natural areas 9
5. Promote employment standards, fair processes for wage compensation, effective labour-management relations, fairness for injured workers and protect the interests of pension plan members 10
6. Promote consumers protection in gaming/amusement activities and the service of alcohol 11

F. Budget Context 12
G. Performance Measures 13

Appendix A
Nova Scotia Environment and Labour Organizational Chart 20

Appendix B
Nova Scotia Environment and Labour Agencies, Boards, Commissions, and Tribunals 21

Appendix C
NSEL Human Resource Plan: Strategic HR Initiatives 22

MESSAGE FROM THE MINISTER

I am very pleased to advance the Business Plan for 2006-07 for the Department of Environment and Labour. At the heart of the Business Plan is the protection of public health and the safety of people and property. This means preserving and enhancing our environment, which has a direct effect on human health, and providing workplaces where everyone can work in safety and prosper. The Department of Environment and Labour is at the forefront in:

- employing a highly motivated, skilled and diverse workforce to meet departmental goals; contributing to the competitiveness of Nova Scotia businesses through delivery of effective and efficient regulatory systems that protect the public interest;
- promoting and supporting compliance through application of diverse policy instruments and approaches;
- using local, regional, and global information to continuously improve performance;
- working with stakeholders, other departments, and other levels of government to deliver complementary programs that reflect the priorities of Nova Scotians;
- leading development in the field of regulatory management.

In 2006-2007 the department will continue to protect the public and support sustainable economic development. With 32 per cent of our staff members able to retire in the next four years, the implementation of Year Two of the Human Resource Strategy will build on the strength and capacity of our people to promote our Competitiveness and Compliance Initiative (CCI). The CCI has two interrelated objectives. One is to better protect the things that Nova Scotians value, including public health and safety, a clean environment and safe workplaces that offer fair terms and conditions of employment. The other objective is to contribute to maintaining and improving a positive business climate that helps businesses to compete and prosper.

The CCI takes a systematic approach to improving laws and regulatory programs over the long term. We are therefore reviewing existing laws and regulations to see if some can be eliminated, streamlined, replaced or improved. We are developing management and educational programs and new partnerships to support and complement our regulatory programs. At the same time, we are working with various organizations, the business community and the public to improve awareness of regulatory requirements, to enhance enforcement and to build compliance capacity across the economy, including within small and medium sized businesses.

The department's Competitiveness and Compliance Initiative continues to provide much of the leadership for the government-wide Better Regulation project.

The Business Plan outlines how the department will advance the CCI by building on the achievements of the first year. New initiatives in liquor licensing, improvements to Labour Standards, and education and training in key sectors are just some of the items outlined in this year's plan. A strengthened effort to measure the impact of regulations will be a major element of the work in 2006-07.

This year we will implement changes to the *Trade Union Act* that will provide for expedited arbitration and establish a duty of fair representation by labour unions to their members. A new Arbitrations Advisory Committee of stakeholders will also be established to assist the department in renewing its list of arbitrators and to provide strategic advice on implementation issues. The formation of this committee presents the department and stakeholders with an opportunity to build on the success of the tri-partite forum held in 2005.

The commitment to protection of the environment is highlighted as we continue with the implementation of the Provincial Green Plan, *Progress Towards a Sustainable Environment*. By adopting policies that are government-wide, the Province will be more consistent as we consider environmental implications of all policies and programs before they are introduced, and lead by example in such things as energy efficiency and procurement. Working with our federal, provincial and municipal counterparts, Nova Scotia hopes to leverage new science and technology to improve the sustainability of our provincial environment and key industries.

The department will increase its commitment to protected areas by acquiring high priority conservation lands for Nova Scotia's protected areas system. This initiative will meet the Green Plan objectives of acquiring more land for protection and is an investment for future generations.

Nova Scotians value their neighbourhoods and communities. The Department has developed a new environmental initiative that will help families with wells and on-site septic systems. The Environmental Home Assessment Program is designed to protect the quality of drinking water and conserve water resources through proper maintenance and use of household wells, septic systems, and oil tanks. In addition, there will be a new initiative to assist the Septage Treatment Facility Operators and ensure this material is handled and properly treated to reduce potential adverse effects in our environment.

The department is continuing to develop an integrated workplace safety strategy that combines initiatives on accident prevention, improved compliance, and new regulatory and non-regulatory instruments. Several new initiatives are underway in our Labour Standards and Public Safety Divisions that will improve our legislation and its effects on workplaces throughout Nova Scotia. This takes place within the framework of governance and accountability already established for the partners of our Workplace Safety and Insurance System – the Workers' Compensation Board, the Workers' Compensation Appeals Tribunal, and our Workers' Advisors Program and Occupational Health and Safety Division.

Our department has enjoyed many successes over the past 12 months and we expect more to come. Together with partners, stakeholders, and staff, I look forward to leading Environment and Labour in the implementation of this Business Plan for 2006-2007.

Carolyn Bolivar Getson
Minister

A. Mission

The mission of Nova Scotia Environment and Labour (NSEL) is to protect and promote:

- the health and safety of people and protection property;
- a healthy environment;
- employment rights; and
- consumer interests and public confidence in pension services, and in the alcohol and gaming sector.

by delivering effective regulatory and non-regulatory programs that are sustainable and support Government's goals for public health, a clean environment and economic competitiveness.

B. Planning Context

The Department of Environment and Labour is mandated to protect the things that are important to Nova Scotians - public health and safety, a clean environment and safe and fair workplaces, while at the same time contributing to the creation of a competitive business climate. This mandate is based on the understanding that economic strength is an essential condition for a sustainable environment and a healthy workforce.

The legislative mandate of the department is reflected in a diverse framework of over 25 acts and 110 regulations, as well as in the non-regulatory compliance tools it undertakes with its partners and stakeholders. These laws are supplemented by government strategic initiatives that relate to the mandate of the department, including the *Green Plan*, the *Better Regulation Initiative*, *Opportunities for Prosperity*, the *Gaming Strategy*, the *Strategic Plan for the Workplace Safety and Insurance System*, the *Energy Strategy* and the *Drinking Water Strategy*. The department relies heavily on public education, communications, and the application of "best practice" instruments to help accomplish its mission.

In February, 2006 responsibility for the *Insurance Act* and *Securities Act* was transferred from NSEL to the Department of Finance and responsibility for credit unions and trust and loan companies was transferred to Service Nova Scotia and Municipal Relations. Although these responsibilities are no longer reflected in the NSEL business plan, the department is committed to ensuring a smooth transition in the transfer of these programs. In particular, we will ensure that staff receive the necessary support as the transition proceeds. The department organization is outlined in **Appendix A.**

The following provide context to our priorities for 06/07:

1. Competitiveness and Compliance Initiative

As a regulator the department is working hard to improve design and delivery of regulatory programs to protect the public interest, in a manner that supports Nova Scotia's economic competitiveness. Our goal is to achieve consistent, high levels of compliance with our laws, through ways that encourage and support economic growth.

The department's *Competitiveness and Compliance Initiative* (CCI) is entering year two. CCI's key goal is to improve the quality of regulations, strengthen the effectiveness of compliance programs, and build capacity and specialized regulatory expertise within the department.

A key component of the department's approach to administering its programs is the focus on working collaboratively with stakeholders and other partners to remove or reduce barriers to compliance with regulatory requirements, and to promote best practices that protect the public interest. Key elements of this approach include: increased emphasis on clear communication of regulatory requirements; increased streamlining of regulatory processes; and development of new partnerships to build compliance capacity within the business community, including small and medium sized businesses. This approach will be followed as we advance amendments to liquor licensing regulations, implement new regulations for on-site septic systems, occupational diving and amusement rides and devices, and develop new mechanisms for promoting compliance with regulatory and non-regulatory best practices. New tools to measure the impact of regulations will be put in place in 2006-07.

2. Developing our People

One of the most important components of this year's Business Plan is its focus on development of people. The department has a highly complex and specialized mandate. To be successful, we must ensure that staff have opportunities to develop their expertise and contribute to the success of the department. A key challenge is the high rate of retirements that may occur in the four major NSEL inspectorates over the next four years. NSEL's new Human Resources Strategy will build the capacity of people to fulfil regulatory and advisory responsibilities and contribute to the provincial economy. It will address key recruitment and retention challenges by making Environment and Labour an "employer of choice". The four areas of emphasis are: career management, recognition, work life balance and leadership. The department's Human Resources Strategy is outlined in **Appendix C**.

3. Provincial Green Plan Implementation

The Green Plan outlines the Nova Scotia government's approach to environmental management. It has resulted in: approval of a government environmental management policy; designation of new protected areas; improved capacity to protect air and water quality; greater linkages between environment, public health and sustainable economic growth; and improved environmental efficiency of government operations. As the Department of Environment and Labour continues to lead implementation of Nova Scotia's Green Plan we will build upon the four pillars of the green plan: leading by example, sustainable communities, human health and environmental quality, and sustainable growth. In 2006/2007 we will collaborate with other departments to advance the environmental agenda while promoting public health and economic prosperity. The successful for expansion of the Province's Protected Areas will continue in 2006-07.

4. Public Health - Working Across Departments

The Departments of Environment & Labour, Agriculture, and Health Promotion & Protection have joint responsibilities for environmental health issues. These departments have agreed to develop a collaborative process to ensure inter-departmental input into policy development and program planning. Building upon the experience gained in the implementation of the provincial drinking water strategy and the food safety program the three departments will evaluate the environmental health issues that interconnect their policies, programs and staff. They will develop interdepartmental strategies for common responses and mutual aid during adverse natural and man-made disasters, and expand the boundaries of current environmental health practice within Nova Scotia. It is through the understanding of joint responsibility and action to address environmental health issues that the protection of Nova Scotians' health can be best served. New programs to protect water quality will be introduced, including an initiative to work with homeowners, and a program to improve the management of septage waste.

5. Workplace Safety and Insurance System

Collaboration with our partners and stakeholders is key to advancing improvements to the Workplace Safety and Insurance System (WSIS), and appropriate consultation is critically important before new programs or changes are advanced. In 2006-2007, initiatives will include:

- greater alignment of the Occupational Health and Safety (WCB) component of the NSEL Business Plan with the Workers Compensation Board Strategic Plan and with the system goals that have been endorsed by the Strategic Goals Advisory Committee;
- ongoing discussion with stakeholders on support services for employers and workers who find the system difficult to understand and navigate;
- continuing implementation of NSEL's four year plan for the review of the OHS Regulatory Framework, including development of strategies to reduce workplace injuries due to violence;

- greater alignment of inspection and enforcement activities:
  - with the WCB's education and economic incentive programs targeted at reducing the largest percentage of workplace injuries; and
  - with focussed objectives for improved worker health and safety as prioritized in the four year plan.

6. Supporting a Positive Labour Relations Climate

Consultation and collaboration mechanisms in 2005-06 included the Tripartite Forum, where business, labour and government leaders collectively discussed the role that labour/management relationships can play, both through collective bargaining and other means, in contributing to a stronger economy. Stakeholders also had opportunities to participate in the Workplace Safety and Insurance System discussions on governance and accountability, as well as on recommendations for changes to the minimum wage rates.

It is critical that the department continue to engage stakeholders in addressing the challenges and opportunities facing Nova Scotia's system of labour relations. In the implementation of recently adopted amendments to the *Trade Union Act*, an Advisory Committee on Arbitration will be established to provide the Minister with advice on the selection of arbitrators for the new expedited arbitration process and other matters relating to arbitration. This committee will provide an important forum for stakeholder discussion of issues that are of critical importance to the health of Nova Scotia's labour relations system.

C. Strategic Goals

1. Promote continuous improvement in the quality, coherence and effectiveness of our regulatory systems in protecting the public interest and in supporting sustainable economic competitiveness.
2. Manage and build the capacity of our human resources to prepare for the leadership roles within the department.
3. Promote sustainable management and protection of the environment, natural areas and of public health.
4. Promote safe and healthy work places and practices, and safe facilities and equipment.
5. Promote employment standards, fair processes for wage compensation, effective labour-management relations, fairness for injured workers, and protection of the interests of pension plan members.
6. Protect the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, and distribution of film products in Nova Scotia.

D. Core Business Areas

1. Public Safety and Occupational Health & Safety

Promotes safe and healthy workplaces and safe facilities and equipment, through both regulatory and non-regulatory means, by developing and enforcing safety standards, and providing related educational and consulting support, through the following programs:

- building and equipment safety
- fire safety
- occupational health and safety.

2. Environmental and Public Health Protection and Natural Areas Management

Promotes sustainable management and protection of the environment and of public health through both regulatory and non-regulatory means, including developing and implementing plans, standards, guidelines, and policies for the management and protection of Nova Scotia's air, water and terrestrial resources including protected areas, and by providing regionally-based regulatory approval, inspection, monitoring and enforcement. Services are delivered through the following programs:

- environmental assessment and permitting
- monitoring and achieving compliance with regulatory requirements
- environmental outreach
- hazardous substances management
- protected areas
- air quality
- waste-resource management
- water-resource management

3. Employment Standards, Workers Advisers, Labour Services & Pensions

Promotes employment standards, fair processes for wage compensation, effective labour-management relations, and fairness for injured workers and protection for the interests of pension plan members through the following programs:

- labour standards
- conciliation services
- mediation services
- workers' advisers program
- pension regulation

4. Alcohol, Gaming, and Theatre and Amusements Regulation

Protects the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, and distribution of film products in Nova Scotia.

5. **Supporting Agencies, Boards, Commissions and Tribunals**

Assist the more than twenty-two agencies, boards, commissions and tribunals established pursuant to legislation administered by NSEL, to fulfill their statutory mandates by:

- ensuring that appointments to these entities are carried out in accordance with Provincial procedural standards and with applicable statutory and operational requirements,
- providing resources to implement Board policy and procedures, and
- participating effectively in inter-jurisdictional discussions related to policy and programs within the domain of these entities.

A list of the departments agencies, boards, commissions and tribunals is included in **Appendix B**.

E. Priorities

1. **Promote continuous improvement in the quality, coherence and effectiveness of our regulatory systems in protecting the public interest and in supporting sustainable economic competitiveness**

- Implement a *regulatory policy framework* to improve the quality of our regulatory tools, strengthen the consistency and effectiveness of regulatory program performance, establish a departmental compliance framework and provide meaningful evaluation and measurement tools to enable continuous improvement.

- Encourage *compliance promotion* initiatives to improve awareness of regulatory requirements and increase the ability of business to comply with regulatory/ non-regulatory protection objectives.

- Implement a multi-year *science strategy* which ensures that the best available science is reflected in the work of the department, and that science is readily available to staff and external stakeholder groups.

- Implement a multi-year *regulatory learning strategy* to ensure staff have the specialized skills and training – in such areas as inspections, investigations, enforcement, regulatory policy (including impact assessment and regulatory instrument selection), priority science, community and stakeholder relations and client service – to develop and deliver quality regulatory programs.

- Improve activity tracking systems by enabling electronic access to client records by inspectors in order to improve the quality and timeliness of client interactions. In 06-07 this work will focus on the Occupational Health and Safety division but will later expand to other inspection divisions.

2. Manage and build the department's human resources capacity to meet future needs

NSEL's Human Resources Strategy (Appendix C) will help build capacity of our people to fulfil our regulatory and advisory responsibilities and contribute to the Provincial economy. This year's initiatives include specialized regulatory training; recognition of outstanding individual and team performance; succession and career management to ensure continuity and leadership development; and promoting a healthy workplace and work/life balance.

Workforce planning and development

Implement the Year Two components of an ongoing workforce planning and development program designed to provide more detailed information on the department's future staffing requirements and systematic processes for employee development to meet both the organizational requirements and the career development needs of employees.

Learning strategy

Develop a continuous learning strategy to upgrade and maintain core competencies, as well as specialized technical/professional knowledge and skills within and across our inspectorates. Ensure that all managers receive training in recruitment and retention and that appropriate policies and support services are provided to strengthen the hiring process across the department.

Work-Life Balance/Awards and Recognition

Establish a Healthy Workplaces Committee, and continue with healthy workplace initiatives and develop plans for improved work/life balance and better recognition of employee contribution and achievement.

Diversity management

Implement the 2006-07 components of the department's Diversity Management Plan including actions to:

- increase staff and managers' awareness of diversity issues through mandatory participation in diversity training within first year of employment;
- include diversity and affirmative action as a component of the Workforce Planning and Development initiative;
- continue to champion the Nova Scotia GoverNext initiative in creating opportunities for young public servants seeking to participate in a workforce that is diverse, rewarding, and collaborative.

Contingency Planning

- Implement the department's Business Continuity Plan and complete employee training relative to the plan.
- Continue to implement the Emergency Response Plan and respond to new issues as they arise.

French Language Services

Implement in collaboration with the Office of Acadian Affairs, NSEL's multi-year action plan to enhance the department's capacity to deliver French language services to its clients. Priorities for 2006-07 include:

- increase employee awareness of the provincial government's commitment to provide French language services, and promote interest and involvement in service delivery;
- explore opportunities to address French language community needs;
- continue to build departmental capacity to provide service in French through employee training in the French language.

3. Promote safe and healthy workplaces/work practices and safe facilities and equipment

- Improve the overall safety of Nova Scotia workers through an integrated workplace safety strategy that combines:
  - effective initiatives on accident prevention and education developed and implemented collaboratively with Workplace Safety Insurance System (and other) partners;
  - improved compliance with existing laws and regulations; and
  - ongoing development and refinement of occupational health and safety regulatory and non-regulatory instruments focusing on priority issues such as compliance with the elements of the internal responsibility system and violence in the workplace.

- Regulatory management initiatives will include:
  - working with the Department of Energy to ensure that Occupational Health and Safety inspectors have the authority and tools needed to regulate occupational health and safety in liquified natural gas plants;
  - implementing an effective regulatory regime for underground coal mining, through consultation and collaboration with the Labour Program of Human Resources and Social Development Canada;
  - Amendments to the General Blasting Regulation, in consultation with the Department of Education to transfer blaster certification to Education and reduce unnecessary overlapping permitting requirements.

- Improve public safety by increasing the effectiveness and efficiency of regulatory programs related to equipment safety by updating legislation. In 2006-2007 this will include a review of the *Steam Boiler and Pressure Vessel Act* and the *Crane Operators and Power Engineers Act*, including identifying opportunities for legislative streamlining to reflect technology change and improve consistency by enabling the adoption of standard tools such as a common compliance model.

- Work with the fire service, municipalities and fire training community to improve access to training and support for fire protection services across the province.

4. Promote sustainable management and protection of the environment, natural areas and of public health

NSEL will implement two new initiatives that support families and communities, while furthering the goals of protecting the environment and public health. The Septage Treatment Facility Operator Assistance Program is designed to protect the quality of drinking water and groundwater resources through proper construction, maintenance and operation of septage treatment facilities.

A new Environmental Home Assessment Program will protect public health and the environment at a local level. Homeowners will receive an environmental assessment of their home by a trained team, and a package of environmental protection items and information materials. A complementary program to support the repair or replacement of failed septic systems for low income Nova Scotians will help address a common environmental issue in Nova Scotia.

NSEL will continue to lead implementation and ongoing development of the Province's Green Plan by building upon commitments in each of the four pillar areas of the Green Plan:

Leading by Example

- apply best practices for pollution prevention, green procurement, and sustainable transportation to departmental operations;
- communicate best practices to companies and other departments in order to help them become more environmentally and economically sustainable.

Sustainable Communities

- increase opportunities for stakeholder engagement on a variety of environmental issues, including air management, watershed management and brownfield re-development;
- through partnership with stakeholders and the Department of Natural Resources continue to work towards a comprehensive system of protected areas for Nova Scotia, and increase acquisition of high priority preservation on land;
- work with other departments to enforce and implement provisions of the *Off Highway Vehicles Act* to protect environmentally sensitive sites.

Human Health and Environmental Quality

- support development of a Canada-wide strategy for managing municipal wastewater effluent, and develop best management practices for biosolids and operation of septage lagoons;
- work with industry and the public to reduce emissions of sulphur dioxide, mercury and nitrogen oxide in accordance with the Energy Strategy and national and international agreements;
- improve Nova Scotia's hazardous waste program in order to enhance environmental protection;

- build upon the success of the Drinking Water Strategy by addressing a broader range of water quality and water quantity issues, including increasing our water monitoring, reporting and decision making capacity;
- work with communities to help Nova Scotians become more aware of the need for monitoring and maintenance of their individual water and waste water systems.

Sustainable Growth

- streamline hazardous waste program by reducing jurisdictional duplication and providing greater flexibility and predictability for business so that they can comply with regulations;
- support the environmental economy, including increasing the export capacity of firms involved in environmental planning and management;
- implement a program for recycling waste electronics and promote their use in development of new products;
- streamline the process to get approvals for on-site sewage disposal systems while increasing the number of field inspections conducted.

5. Promote employment standards, fair processes for wage compensation, effective labour-management relations, fairness for injured workers, and protection of the interests of pension plan members

- Continue to work with the Canadian Association of Pension Supervisory Authorities (CAPSA) on development of model pension law; revise reciprocal agreement between pension regulators; and improve access to knowledge with the release of a Pension Guide.

- Maintain existing service response times for conciliation requests as required by the *Trade Union Act*; continue to offer Preventative Mediation Programs to promote harmonious labour management relations; and create infrastructure to implement and manage amendments to the *Trade Union Act* related to "expedited arbitration" and the "duty of fair representation".

- Continue to improve labour standards service delivery response times; implement year two of the divisional compliance strategy with a focus on awareness; implement "Gas and Dash" legislation; and continue to support the work of the Minimum Wage Review Committee.

- Maintain existing service levels to injured workers and participate in initiatives of the strategic plan for the Workplace Safety and Insurance System (WSIS) which relate to the Workers' Advisers Program.

6. **Protect the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, and distribution of film products in Nova Scotia.**

- Modernize the Liquor Regulations to make them more relevant to industry and consumer demands.

- Assist the Nova Scotia Gaming Corporation in the review of new initiatives to improve the charitable sector's fund raising capabilities within the Province.

- Strengthen the working relationship with the Utility and Review Board in the delivery of our programs.

- Within the mandate provided by the Gaming Strategy, oversee the completion of a socio-economic study on gambling.

F. Budget Context

Environment and Labour			
Program and Service Area	**2005-2006 Estimate**	**2005-2006 Forecast**	**2006-07 Estimate**
	($thousands)	($thousands)	($thousands)
Ordinary Revenues	$65,658	$66,643	$7,063
TCA Purchase Requirements	$105	$105	$1,025
Net Program Expenses			
Administration	$1,675	$1,415	$2,311
Policy	$619	$613	$684
Boards & Commissions	$442	$490	$645
Workers' Advisers Program	-	-	-
Alcohol & Gaming	$4,307	$4,289	$4,205
Public Safety	$2,897	$3,016	$2,929
Occupational Health & Safety	$270	$222	$271
Labour Services	$1,179	$1,184	$1,419
Labour Standards	$1,096	$1,053	$1,095
Environmental Monitoring & Compliance	$7,562	$8,248	$8,604
Environmental & Natural Areas Management	$4,257	$4,040	$4,994
Information & Business Services	$2,974	$2,670	$3,007
Pension Regulation	($63)	($92)	($100)
Financial Institutions (to 2006 only)	$732	$649	~
Total Net Program Expenses	$27,947	$27,797	$30, 064
Funded Staff (FTEs)	483	483	469.1

G. Performance Measures

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Core Business Area: Environmental and public health protection and natural areas management				
Clean and safe drinking water	percentage of population served by municipal water supplies that meet the health-based criteria for bacteriological quality, as stated in the *Guidelines for Canadian Drinking Water Quality*, at all times during the calendar year	96.5% (2001) 96.5% (2002) 95.7% (2003) 98.4% (2004)	maximize the percentage of population served by municipal water supplies that meet the health-based criteria for bacteriological quality	- enforce *Water and Wastewater Facility Regulations* including the *Guidelines for Monitoring Public Water Supplies* - implement drinking water strategy - support and encourage the development of municipal water supply protection plans - promote innovative NS-based technological solutions to environmental problems
Clean air	annual total sulphur dioxide (SO_2) air emissions (tonnes) in the province	170,000 tonnes (2000) 164,000 tonnes (2001) 154,000 tonnes (2002) 161,000 tonnes (2003) 161,000 tonnes (est - 2004)	establish and maintain a 141,750 tonne SO_2 emission cap. Achieve a 50% reduction in SO_2 emissions (from 1995 cap of 189,000 tonnes) for current major emitters by 2010	- work with major industrial sources to reduce emissions through the use of lower sulphur fuels and process upgrades
	annual total mercury (Hg) air emissions (kg) from electrical power generation in the province	267 kg (2000) 185 kg (2001) 163 kg (2002) 158 kg (2003) 170 kg (est - 2004)	establish and maintain an Hg emission cap of 168 Kg for electrical power generators	- work with NSPI to encourage the use of lower mercury fuels

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Clean air (con't)	annual total nitrogen oxide (NO_x) air emissions (tonnes) in the province	90,000 tonnes (2000) 88,500 tonnes (2001) 80,500 tonnes (2002) 76,000 tonnes (2003) 74,500 tonnes (est 2004)	reduce NO_x emissions from base year by 20% by 2009 (72,000 tonnes, based on revised value for base year measure)	- work with major industrial sources to reduce emissions - require the use of low NO_x burners for new facilities and during major upgrades and refits
Protected natural areas	total hectares of land protected through NSEL program options	287,028 ha (2001-2002) 287,320 ha (2002-2003) 287,704 ha (2003-2004) 290,137 (2004-2005)	increase the hectares of land under various protection options	- conduct resource inventories and area assessments - conduct public consultations - encourage private land stewardship - participate in Crown land planning - support partnership agreements
Shared responsibility for environmental management	annual municipal solid waste disposal rate per capita (Kg/person), compared with the regional and national disposal rates	NS - 416 Atlantic - 569 Canada - 753 Kg/person 2000 (base year) NS - 417 Atlantic - 564 Canada - 780 Kg/person 2002 pending (2004)	maintain the NS disposal rate lower than the national average	-continue to implement the Solid Waste-Resource Management Strategy - enforce the *Solid Waste-Resource Management Regulations* - educate and inform industry, businesses and citizens - continue to develop product and industry stewardship agreements - promote research and development of markets for construction and demolition materials and plastics

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Shared responsibility for environmental management (con't)	total number of product sectors under voluntary or mandatory stewardship agreements	7 of 13 targeted products (2001-2002) 9 of 13 (2002-2003) 9 of 13 (2003-2004) 8 of 13 (2004-2005)	13 targeted product sectors by 2009	- work with RRFB Nova Scotia - consult and negotiate with industry regarding targeted products including such things as dairy containers, newspapers, residential sharps, beverage containers, tires, used oil, paint, telephone books, electronic goods, fast food packaging, oil containers, household hazardous waste, plastic film, flyers and magazines - legislation
Proactive environmental management	total number of business sectors and municipalities participating with NSEL in environmental management and/or pollution prevention programs and initiatives	5 participating sectors, municipalities (2001-2002) 6 (2002-2003) 9 (2003-2004) 12 (2004-2005)	increase number of participating sectors, municipalities	- provide technical assistance - facilitate/participate in demonstration projects - partner with funding agencies/other levels of government - partner with business associations to initiate new plans
Efficient and effective program delivery	percentage of industrial facility approvals in operation for at least one year to which a risk-based inspection and auditing program has been applied	90% (2004-2005)	90% of industrial facility approvals in operation for at least one year	- validate data-based assessments at facilities and develop a schedule for RBIA -implement compliance promotion and enforcement policy

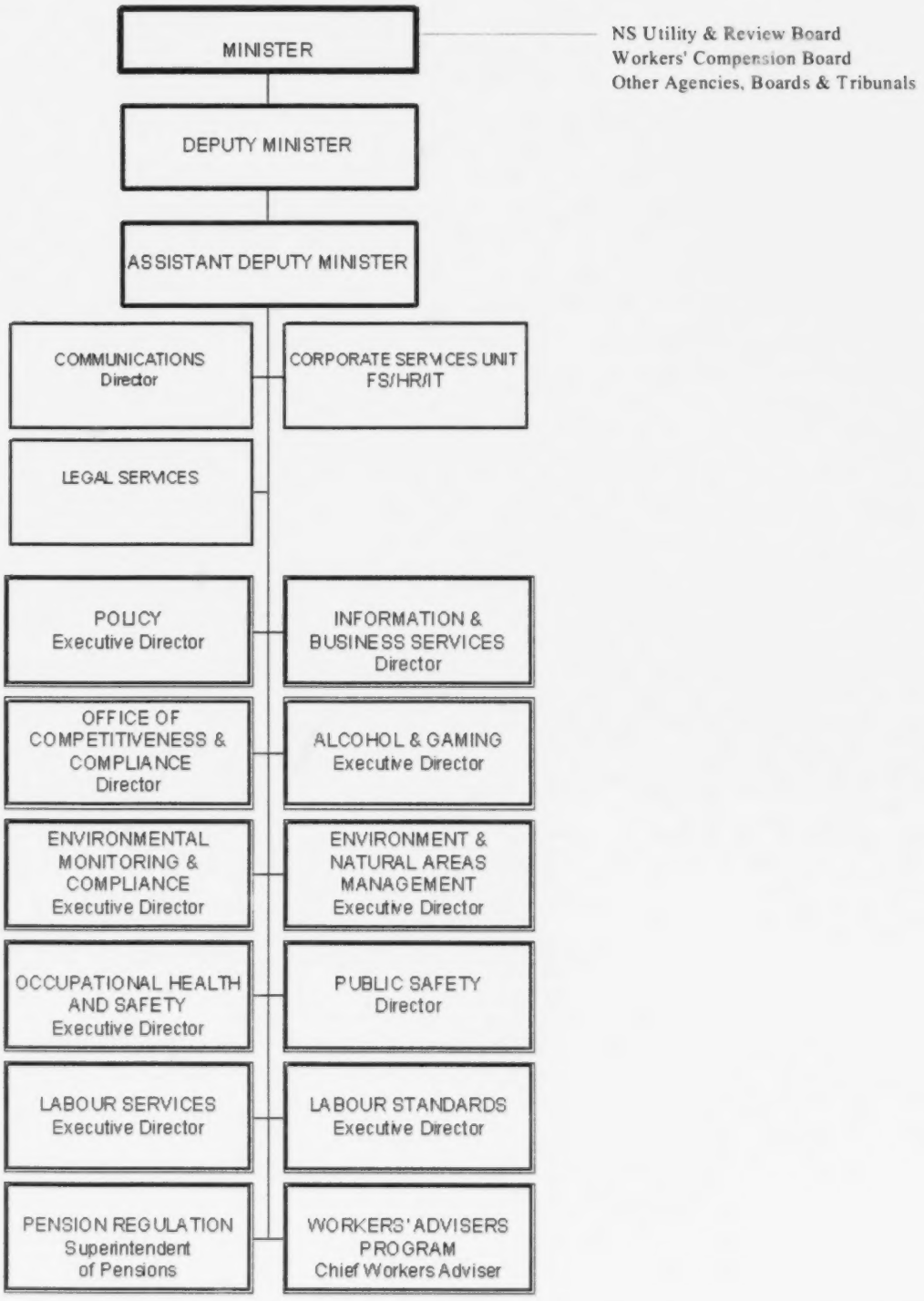
Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Efficient and effective program deliver (cont)	average administrative time (days) to process applications for the approval of the installation of on-site sewage disposal systems	40 days (2000-2001) 28 days (2001-2002) 28 days (2002-2003) 20 days (2003-2004) 25 days (2004-2005)	maintain average turn around time to 20 calendar days or less	- ongoing process re-design (Note - legislation specifies 60 day maximum turnaround time)
Core Business Area: Public Safety and Occupational Health and Safety				
A safe work environment	annual percentage of targeted inspections where an occupational health and safety order is not issued	43.5% (2001) 57.5% (2002) 52.5% (2003) 36.0% (2004)	increase the percentage from the base year measure	- work with the Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system
	annual average number of new registered Workers' Compensation Board loss time claims per hundred estimated WCB registered employees, compared to the national average	3.36 claims / 100 WCB employees NS 3.52 National (2000) 3.24 NS 3.33 National (2001) 3.11 NS 3.13 National (2002) 3.04 NS 2.90 National (2003)	maintain or decrease the number of WCB loss time claims compared with the national average	- work closely with Workers' Compensation Board to identify high accident firms, sectors and types of accidents - work with the Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
A safe work environment (cont)	average five-year composite duration of Workers' Compensation lost-time claim compared to the Atlantic Canada average	85.54 days NS 94.87 days AC (2000) 102.41 days NS 96.43 days AC (2001) 94.18 days NS 88.41 days AC (2002) 100.46 days NS 89.50 days AC (2003)	maintain or decrease the average number of compensable days relative to the Atlantic Canada average	- work closely with Workers' Compensation Board to identify high accident firms, sectors and types of accidents - work with Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system
Safe public places	annual number of incidents reported involving injury from elevators and lifts per 100 units licensed in the province	0.56 incidents per 100 units licensed (2000) 0.61/100 (2001) 0.23/100 (2002) 0.80/100 (2003) 0.63/100 (2004)	maintain incident rate at or below base-year measure	- ongoing consultation with industry - targeted inspections - enforcement
Core Business Area: Alcohol, Gaming and Amusement Regulation				
Consumer protection related to alcohol, gaming and amusement activity	percentage of liquor, gaming and amusement licensees inspected per year that are in compliance with acts and regulations	98% (2000) 95% (2001) 96% (2002) 99.8%(2003) 99.8% (2004)	greater than 95% compliance rate	- increase focus on type of inspection and/or investigation - monitor problem areas - work with licensees to increase awareness of regulations and policies

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Core Business Area: Employment Standards & Labour Services & Pensions				
Efficient and effective client service	average time (weeks) for Labour Standards Code complaints to be assigned to an officer	data compilation initiated	within 2 weeks by 2006-07	- streamline Labour Standards Code complaint intake system - refresh and upgrade technology - coach , train and oversee staff and their performance - recognize staff contribution - track assignment times and communicate to staff - ensure staff have opportunities to suggest improvements to streamline processes
	average Workers' Advisers Program service response time (weeks) for injured workers seeking legal advice and representation	2.1 weeks (2003-2004) 1.9 weeks (2004-2005)	within 4 weeks	- maintain efficient and timely intake process - enhance database to include Standard Case Management - refresh and upgrade technology
	percentage of clients satisfied with Workers' Advisers Program service at the time of case closure	93% (2003-2004) 94% (2004-2005)	maintain at least 80% client satisfaction rate	- maintain appropriate intake process - provide training and professional development opportunities for Advisers - maintain and develop tools to assess workloads, service consistency, use of best practices, quality (internal audits, internal database enhancements, monthly reporting)

Outcome	Measure	Data	Annual Target (unless other-wise noted)	Strategies to Achieve Target
Stable labour relations environment	percentage of working time lost per year due to strikes and lockouts in NS compared with the annual national average	0.01% NS 0.05% National (2000) 0.04% NS 0.07% National (2001) 0.02% NS 0.15%National (2002) 0.02% NS 0.03% National (2003) 0.03% NS 0.14% National	meet or be less than the annual national average	- effective use of conciliation and mediation processes
Security of retirement income for members of private pension plans	percentage of plan members covered by pension plans registered with the Province that are (a) 100% funded; or (b) have a strategy in place to achieve full funding within 5 years	(a) 93% fully (b) 7% strategy (2001) (a) 82% fully (b) 18% strategy (2002) (a) 69% fully (b) 31% strategy (2003) (a) 59% fully (b) 41% strategy (2004)	100% of members covered by fully funded plans or plans with an approved strategy	- ongoing review and analysis of valuation reports and data to identify solvency and funding problems - oversee employer payments required under legislation to bring the pension to full funding - any plan that is less than 100% funded must file a strategy with the department to get 100% funding within 5 years - Superintendent has the authority under the *Pension Benefits Act* to order payment, if necessary

Appendix A


MINISTER
NS Utility & Review Board
Workers' Compension Board
Other Agencies, Boards & Tribunals
DEPUTY MINISTER
ASSISTANT DEPUTY MINISTER
COMMUNICATIONS
Director
CORPORATE SERVICES UNIT
FS/HR/IT
LEGAL SERVICES
POLICY
Executive Director
INFORMATION &
BUSINESS SERVICES
Director
OFFICE OF
COMPETITIVENESS &
COMPLIANCE
Director
ALCOHOL & GAMING
Executive Director
ENVIRONMENTAL
MONITORING &
COMPLIANCE
Executive Director
ENVIRONMENT &
NATURAL AREAS
MANAGEMENT
Executive Director
OCCUPATIONAL HEALTH
AND SAFETY
Executive Director
PUBLIC SAFETY
Director
LABOUR SERVICES
Executive Director
LABOUR STANDARDS
Executive Director
PENSION REGULATION
Superintendent
of Pensions
WORKERS' ADVISERS
PROGRAM
Chief Workers Adviser

Appendix B

Agencies, Boards, Commissions and Tribunals

- Advisory Committee on the Protection of Special Places
- Arbitration Advisory Committee
- Board of Examiners for Certification of Blasters
- Construction Industry Panel
- Crane Operators Appeal Board
- Crane Operators Examination Committee
- Elevators and Lifts Appeal Board
- Environmental Assessment Board
- Film Classifiers
- Fire Safety Advisory Council and Fire Safety Appeal Board
- Fire Services Advisory Committee
- Fuel Safety Board
- Labour Relations Board
- Labour Standards Tribunal
- Minimum Wage Review Committee
- Nova Scotia Building Advisory Committee
- Occupational Health and Safety Advisory Council
- Occupational Health and Safety Appeal Panel
- On-Site Services Advisory Board
- Pay Equity Commission
- Power Engineers and Operators Appeal Committee
- Power Engineers and Operators Board
- Radiation Health Advisory Committee
- Resource Recovery Fund Board
- Utility and Review Board
- Workers' Compensation Board

NSEL Human Resource Plan: Strategic HR Initiatives

In response to the issues identified and concerns raised in the 2004 Employee Survey and subsequent Focus Group sessions, Senior Management has identified four areas of opportunity for improvement in the workplace. These four areas are: Career Management, Recognition, Work/Life Balance and Leadership. The following outlines the department's Human Resource Plan which will serve as the framework for the initiatives we will undertake to develop our people, enhance their work experience and improve the quality of the work and business environment of the department.

A. Career Management

1. A Workforce Planning and Career Management process has been developed by the PSC to address survey concerns regarding personal growth and career advancement. This process has been reviewed, modified and recommended for use in NSEL. Implementation of this process in the department will:
   - ensure consistent implementation of the performance appraisal process for all employees;
   - provide a mentoring/coaching process to assist individuals in career development activities;
   - enable managers to provide career counselling and advice to their staff;
   - develop an inventory whereby employees seeking career advancement can profile their skills and career interests;
   - provide opportunities for job shadowing to broaden employees' exposure to other career options;
   - broaden the department's Learning Strategy concept by offering a broad range of training and development opportunities for staff;
   - provide a vehicle for systematic sharing of information on all staff training opportunities within NSEL;
   - promote diversity and equality of opportunity for all persons accessing employment in NSEL.

2. The Career Management process will be introduced in two phases with Phase 1 commencing March '06.

3. Participants for Phase 1 identified as:
   - all MCP and AS employees in the department;
   - Inspector Specialists in EMC;
   - all staff in the Information and Business Services Division and Policy Division.

4. Phase 2 scheduled to begin in fall '06 and will include all employees in the Department.

5. The Career Management process is tied to the performance appraisal process therefore training will be offered in Performance Management to supplement and support Career Management training.

6. Training to be delivered to all management and staff participating in Phase 1 and is scheduled to commence March '06.
   - Performance Management Process - ½ day (All Management and Staff)
   - Career Development Planning - ½ day (All Management and Staff) in Pilot)
   - Career Coaching - ½ day (All Management who supervise staff)

7. As identified through the Employee Survey and complementary to the Career Management process, the Department will strive to provide a more supportive environment and workplace culture. Through supplemental education and training opportunities, managers and staff will further develop their career management skills and increase their knowledge base respecting staffing process, policy and procedures. Planned training activities include:
   - Recruitment & Selection Process
   - Merit Based Hiring & Fair Hiring Policy
   - Resume & Interview Preparation
   - Interviewing Skills
   - Giving & Receiving Feedback
   - Building Relationships and Effective Communication
   - Collective Agreement Administration & Interpretation
   - Conflict Resolution Skills
   - Progressive Discipline

8. Training, facilitation and on-going support to be provided by the PSC, HR-CSU and external training sources. Our learning strategy will also utilize every opportunity to take advantage of training services and educational programs that would be of benefit to staff which are offered by various divisions across the department.

9. Statistical data for Workforce Analysis and HR Planning is being gathered to analyze staffing needs as part of the Career Management process. The department has been instrumental in developing a government-wide framework and model for gathering and analyzing workforce planning data and demographic profiles which will be used as a tool to aid in career planning and identifying future staffing needs.

B. Recognition

NSEL will identify best practices and provide the tools and supports to encourage formal and informal recognition across the department through:
- implementation of department-specific recognition initiatives that fit unique culture and organizational needs;

- ensuring employees receive informal recognition of good performance at both team and individual levels in addition to formal recognition of outstanding achievement;
- providing ongoing recognition of accomplishments to peers and colleagues;
- recognizing and promoting staff strengths by providing career development opportunities;
- recognizing and rewarding excellence through corporate programs such as the Premier's Award of Excellence, the Minister's Award of Excellence and the Long Service Award;
- reviewing previous recognition programs in the department/divisions and across government to assist with the development of best practices and current programming needs.

C. Work/Life Balance

NSEL will identify best practices and provide tools and supports to promote healthy lifestyle choices by employees in and outside the workplace through:

- review of current informal wellness initiatives in the department (ie. education sessions and health Information distribution, contests and health incentives, fitness programs and sustainable transportation initiatives) as well as those across government in order maintain work that has been done, develop best practices and support a department-specific wellness program that fits unique cultural and organizational needs;
- support managers efforts to successfully manage work/life balance issues and recognize as part of the corporate culture which promotes healthy workplaces;
- encourage flexible work arrangements as a strategic tool to increase productivity through balance in the workplace;
- supporting work/life balance in ways that align with organizational culture and business requirements;
- provide supervisors with tools and supports to help identify effective solutions to balancing unique circumstances around work, personal health and home/life balance.

D. Leadership

As identified in the Employee Survey results and further through the NSEL focus groups, leadership confidence will be strengthened through the implementation of the programs, processes and training and development activities outlined in the preceding topic areas with the key objective of improving confidence in the core competency areas of: decisiveness, strategic orientation, development of people, team leadership, achievement orientation, self-confidence, impact and influence and relationship building. To achieve our objective, activities will focus on:

- improving performance management (contributory process incorporating career planning and development);
- providing training in collective agreement administration (grievance and discipline process);
- providing conflict resolution skills;
- implementing programs that will recognize employee contribution and development of strengths;
- improving work/life balance through wellness programming, work planning and scheduling and leading by example;
- opening communication channels particularly regarding business planning and employee contribution to the process;
- recognizing and supporting the need for employee engagement and participation in program policy and process design and development.

E. Resource Commitments

The department will dedicate the following resources to ensure effective and successful program delivery and solidify our commitment to fostering a strong and vibrant work environment.

- Designation of Workforce Planning and Development Project Lead for two-year phased implementation plan;
- Designation of Human Resource Development Coordinator for project implementation period;
- Establish Senior Management HR Committee to manage and advise Workforce Planning and Development Lead on Career Management and associated HR Initiatives;
- Establish Rewards and Recognition committee(s) to develop in-house central and regional programming;
- Expand and continue Wellness committee membership to develop in-house central and regional programming;
- Employee time and travel costs for participation in training and committee work.